

S-E-C-R-E-T

September 22, 1969

MEMORANDUM FOR: Deputy Director for Support

THROUGH : Chief, Psychological Services Staff, OMS

SUBJECT : Periodic Progress Report

REFERENCE : Memo dated 26 July 1967 for DDS fr D/MS, subj:
Proposed Systems Analysis of Psychological Data

1. Since making our last progress report (22 October 1968), we have been engaged in research involving CTs in the following areas: 1) analyses and comparisons of psychological test characteristics of Agency professional applicants, recent CTs, and early CTs; 2) comparisons of CTs and other Agency professionals on job performance measures; 3) studying relationships between fitness report and experimental ratings of performance; 4) comparing Internal and External CTs on test and job performance measures; 5) analyzing job attitudes of CTs; and 6) studying on a longitudinal basis some promotion and performance data on 84 CTs presently serving in the Clandestine Service. A review of our findings in all of the above areas is contained in the accompanying Sections A through E.

2. The attachment to this memorandum lists the titles of research reports on CTs prepared during the most recent reporting period. We note also that during this period presentations of the material contained in our last progress report were made to a number of Agency officers, including the office heads of the Support Services, representatives of the Clandestine Service Personnel Management and Personnel Staffs, and the Professional Recruiting Staff.

3. Tentatively included in our plans for the next reporting period are research in the areas of CT attrition, the validity of psychological assessment procedures in CT selection, relationships between psychiatric ratings and psychological test scores, and an Agency-wide attitude survey of professionals (including some 300 CTs) who had EODed five and ten years ago. The latter activity, presently underway, is being done under the auspices of the Office of the Inspector General.

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SUBJECT: Periodic Progress Report

4. From the inception of the CT Systems Task Force (August 1967), psychologists of PSS/OMS have assumed the responsibility for initiating and conducting the research described in this and previous progress reports. This arrangement has proven satisfactory in the past and has led to the output of much relevant research on CTs. We are of the opinion that even greater benefit would accrue to the Agency from the activities of the Task Force if the offices represented by its membership were more involved in the research process. We hope to move in this direction in the future, as we feel that a more truly collaborative approach will result in research both more timely and responsive to the specific concerns of the CT Program.

25X1

[Redacted]
Acting Chief, Research Branch
Psychological Services Staff
Office of Medical Services

25X1

[Redacted]
Acting Chairman, Task Force on Systems Analysis of
Psychological Data Pertaining to Career Trainees

Attachments:

- A. CT Task Force Research Reports Issued During the Most Recent Reporting Period
- B. Outline of CT Systems Study Periodic Progress Report September 1969

OMS/PSS/ML:scc

Distribution:

- Orig & 1 - Addressee, w/att
- 1 - D/MS, w/att
- 1 - Each member of Task Force, w/att
- 2 - PSS/OMS

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ATTACHMENT A

CT TASK FORCE RESEARCH REPORTS ISSUED DURING
THE MOST RECENT REPORTING PERIOD

25X1 A Study of the Relative Effectiveness of the [redacted]
[redacted] at Predicting Supervisors'
Ratings of Performance and Potential of Career Trainees
November, 1968

Comparisons of Intellectual Abilities of Career Trainees
Who Left the Agency with Those Who Remained December, 1968

Discussion of Finding of No Relationships Between Support
Services Course Training Evaluations and Ratings of Job
Performance and Potential December, 1968

Job-Related Attitudes of New CIA Employees, Part II:
Government-Wide and Intra-Agency Comparisons February, 1969*

*This is one of six reports prepared by PSS/OMS at
the request of the I.G. on the attitudes of young
CIA professionals. Included in the survey were
100 recent CTs.

A Comparison of Internal and External Career Trainees on
PATB Test Scores and Supervisors' Ratings of Current
Performance and Future Potential June, 1969

Survey of Job-Related Attitudes of DDP-Bound Career Trainees
June, 1969

Relationships Between Fitness Report Ratings and Experimental
Ratings of Job Performance and Potential July, 1969

A Comparison of Career Trainees and Other Agency Professionals
on Psychological Test Scores and Supervisory Ratings of Job
Performance and Potential September, 1969

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ATTACHMENT B

OUTLINE OF CT SYSTEMS STUDY PERIODIC PROGRESS REPORT
September 1969

Introductory Remarks: Overview of Six Areas of Recent Research Activity

- I. Comparison of Groups of Agency Professional Applicants and CT Employees on Psychological Test Characteristics
 - A. Agency Professional Applicants (FY68) vs. CT Hires (FY69)
 - B. Early CTs (FY63-67) vs. Recent CTs (FY69)
- II. Comparison of CTs and Other Agency Professionals on PATB and Ratings of Job Performance and Potential
- III. Comparison of Fitness Report Ratings of Performance and Experimental (Manpower) Ratings of Performance
- IV. Comparison of Internal and External CTs on PATB and On-the-Job Ratings
- V. Attitude Studies Involving CTs
 - A. Audit of Job-Related Attitudes of 70 CS-Bound CTs
 - B. Comparison among Agency CTs, Non-CTs, and Government-Wide Sample on Expressed Satisfaction on 15 Job Dimensions
- VI. Longitudinal Study of 84 Early CS CTs
 - A. Exploratory Research on Possible Early Identification of Talented Performers
 - B. Exploratory Research on Correspondence between Performance and Reward Systems

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SECTION A

COMPARISON OF GROUPS OF AGENCY PROFESSIONAL APPLICANTS
AND CAREER TRAINEES ON TESTS OF INTELLECTUAL ABILITY
AND WORK ATTITUDES

OVERVIEW

- Figure 1: Agency Applicants (FY68) vs. Recent
CTs (FY69) on Tests of Intellectual
Ability
- Figure 2: Agency Applicants vs. Recent CTs on
Work Attitudes Scales
- Figure 3: Early CTs (FY63-67) vs. Recent CTs
(FY69) on Tests of Intellectual Ability
- Figure 4: Early CTs vs. Recent CTs on Work
Attitudes Scales

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OVERVIEW

Selected psychological test characteristics of a random sample of 200 FY68 professional applicants were compared with those of 142 FY69 Career Trainees. On eight measures of intellectual abilities, the CT group is superior to the applicant group; all but one of the differences are statistically significant. The exception is on a measure of ideational fluency, a test of intellectual ability only in a marginal sense. (Figure 1). In the area of work attitudes, CTs express very slightly more willingness than the applicant group to accept a wide variety of job conditions and demands, particularly ones associated with operational aspects of the intelligence profession. The differences are statistically significant in only four of 14 comparisons and do not constitute a practical basis for differentiating between the groups. (Figure 2).

The question of possible changes in the intellectual caliber and adaptability of recent CTs prompted comparisons between the 142 FY69 CTs and 386 CTs who had EODed during FY63-67. It was found that the recent group scored, on the average, slightly higher than the earlier group on seven of eight measures of intellectual ability. Half of these differences were statistically reliable. (Figure 3). Virtually identical average profiles were found on measures of work attitudes, indicating no systematic group changes in expressed adaptability and motivation to secure an Agency career. (Figure 4).

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Figure 1

PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY

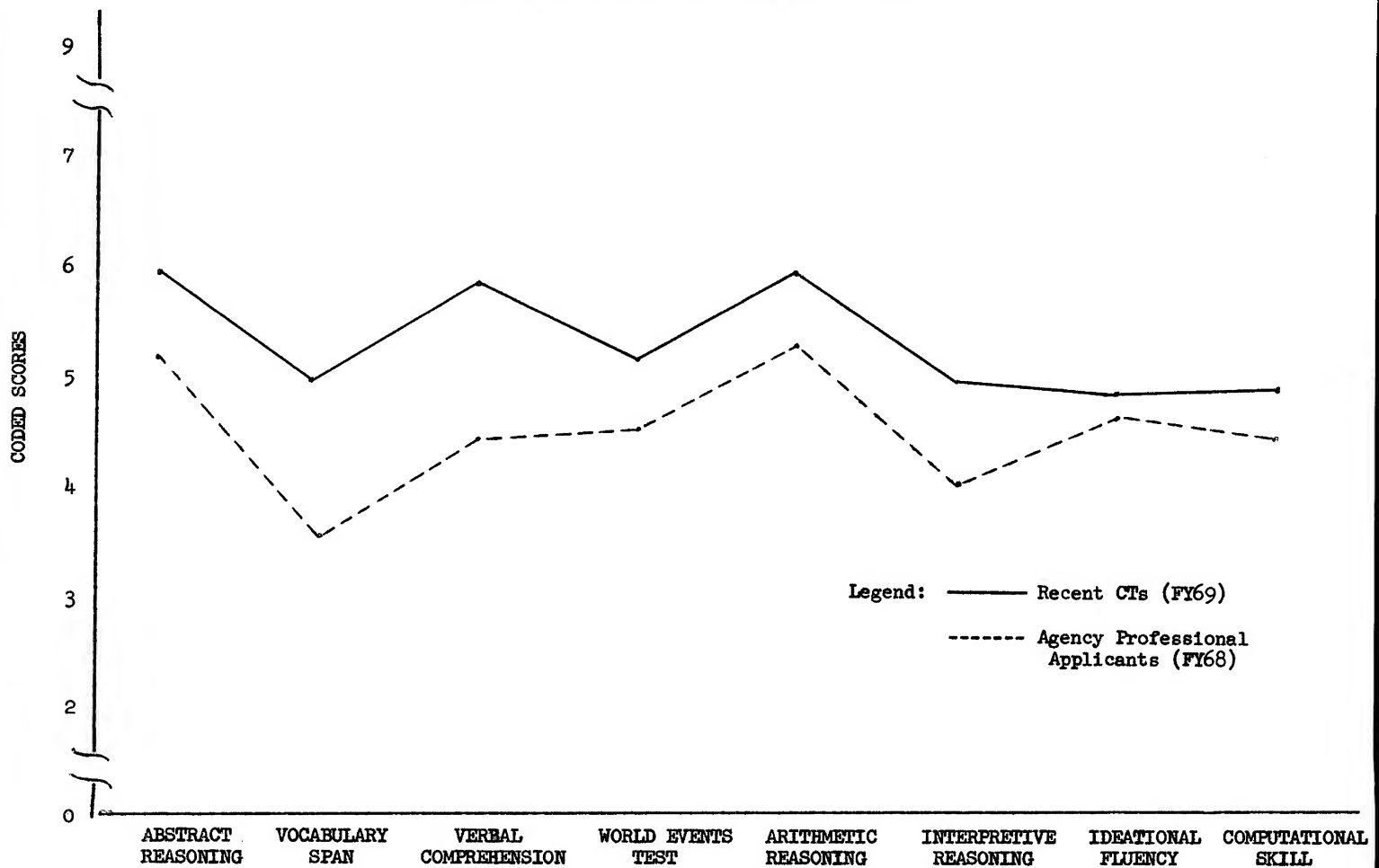


Figure 2

WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

TRAINING
AND STUDY

PHYSICAL
HAZARDS

JUDGING AND
MANIPULATING PEOPLE

DISCOMFORTS
AND ANNOYANCES

LACK OF REWARD
AND RECOGNITION

SOCIAL
RESPONSIBILITY

MECHANICAL
PERFORMANCES

SUPERVISORY
RESPONSIBILITY

PHYSICAL
DEMANDS

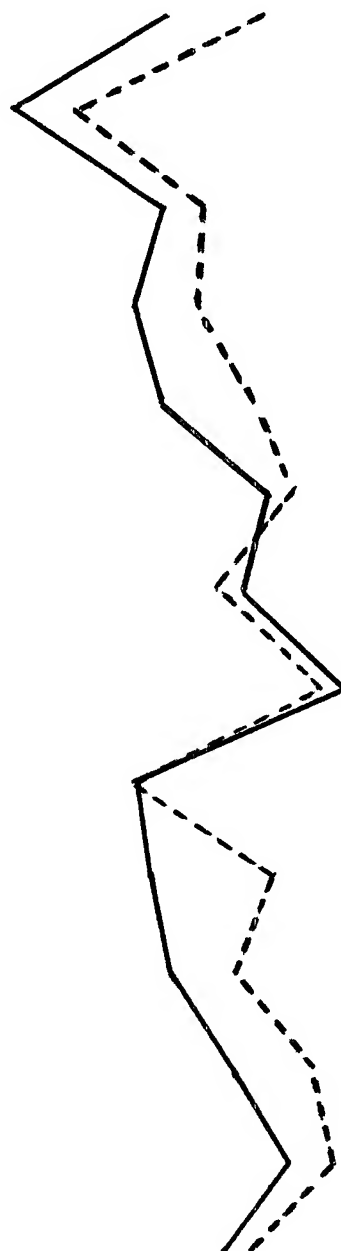
BEING
SUPERVISED

SOCIAL
DEPRIVATION

COLLABORATION
WITH UNDESIRABLES

BEING
RESOURCEFUL

IRREGULAR
WORKING CONDITIONS



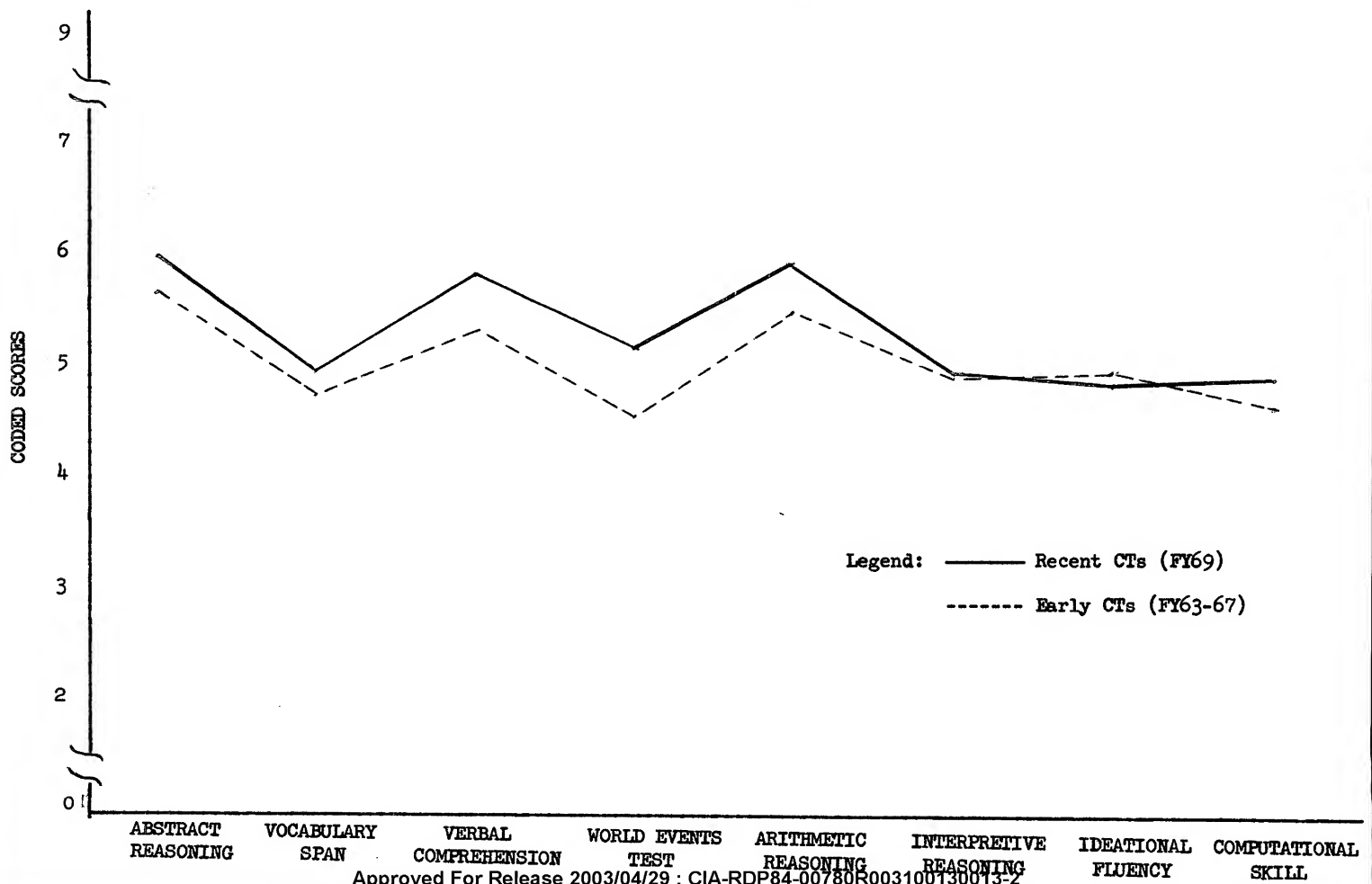
Legend: — Recent CTs (FY69)
----- Agency Professional Applicants (FY68)

CODED SCORES — INCREASING RELUCTANCE →

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Figure 3

PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY



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Figure 4

WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

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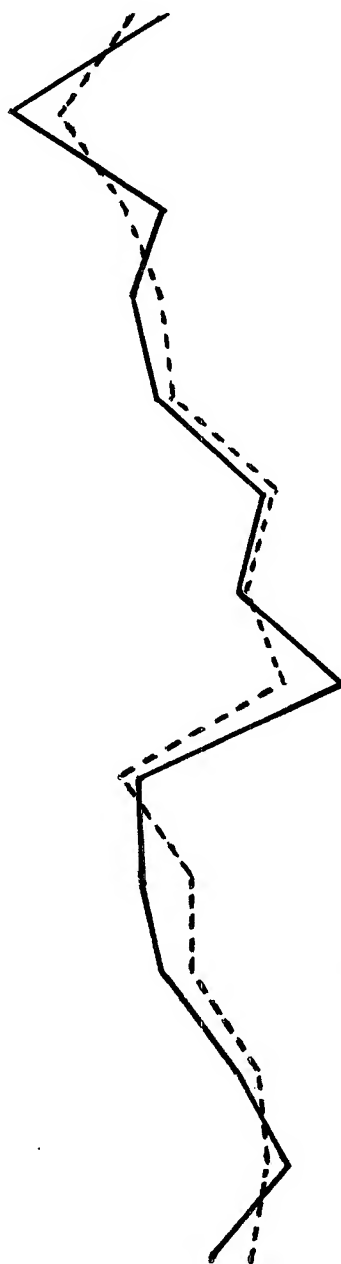
BEING
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WORKING CONDITIONS



Legend: — Recent CTs (FY69)
----- Early CTs (FY63-67)

CODED SCORES

INCREASING
RELUCTANCE →

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SECTION B

COMPARISON OF CAREER TRAINEES AND OTHER AGENCY PROFESSIONALS
(NON-CTs) ON PSYCHOLOGICAL TEST SCORES AND SUPERVISORY RATINGS
OF JOB PERFORMANCE

OVERVIEW

- Figure 1: CTs (FY63-67) vs. Non-CTs (FY63-67)
on Tests of Intellectual Ability
- Figure 2: CTs vs. Non-CTs on Work Attitudes
Scales
- Figure 3: Comparison of CTs and Non-CTs on
Supervisory Ratings of Advancement
Potential
- Table 1 : Relationship between Advancement
Potential and Job Performance for
CTs and Non-CTs

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OVERVIEW

Comparisons between CTs and other Agency professionals (non-CTs) on psychological tests and supervisory job ratings were made. 386 male CTs and 362 non-CTs in professional level jobs who EODed during FY63-67 constituted the groups studied.

On all measures of intellectual abilities, the CTs are clearly superior in average performance to the non-CTs. (Figure 1). Differences between the two groups on tested Work Preferences-Attitudes clearly indicate that CTs were more eager to accept the wide variety of job duties, demands, and conditions found in the Agency. (Figure 2). In the personality-temperament area, CTs obtained scores suggesting they are, on the average, more energetic, outgoing, and especially more socially assertive than non-CTs. In regard to measures of vocational interests, CTs compared to non-CTs seemed to have more developed and pronounced interests in social service/administrative sorts of vocations. They also seem to have stronger interests in the verbal persuasive and in the verbal creative areas. Finally, CTs have interests more like those of Intelligence Officers--both in operations and analyst positions--than do the non-CT professionals.

On supervisory ratings of actual job performance, CTs and non-CTs received essentially the same distribution of ratings. Moreover, on a scale designed to measure overall job potential--defined as the potential for making significant contributions to the Agency in the future--no differences were found. However, on two scales requiring supervisors to estimate an employee's advancement potential, striking differences between CTs and non-CTs occurred. (Figure 3). CTs are far more likely to be seen as having the potential to make Senior Level (GS-15) and Supergrade in the Agency. It was suggested that the advancement potential ratings of the strongest and weakest performers are made relatively independently of their status as CTs or non-CTs. It is in the middle range of performance, where most employees fall, that having CT status seems to have its greatest effect on supervisory ratings. (Table 1).

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Figure 1

PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY

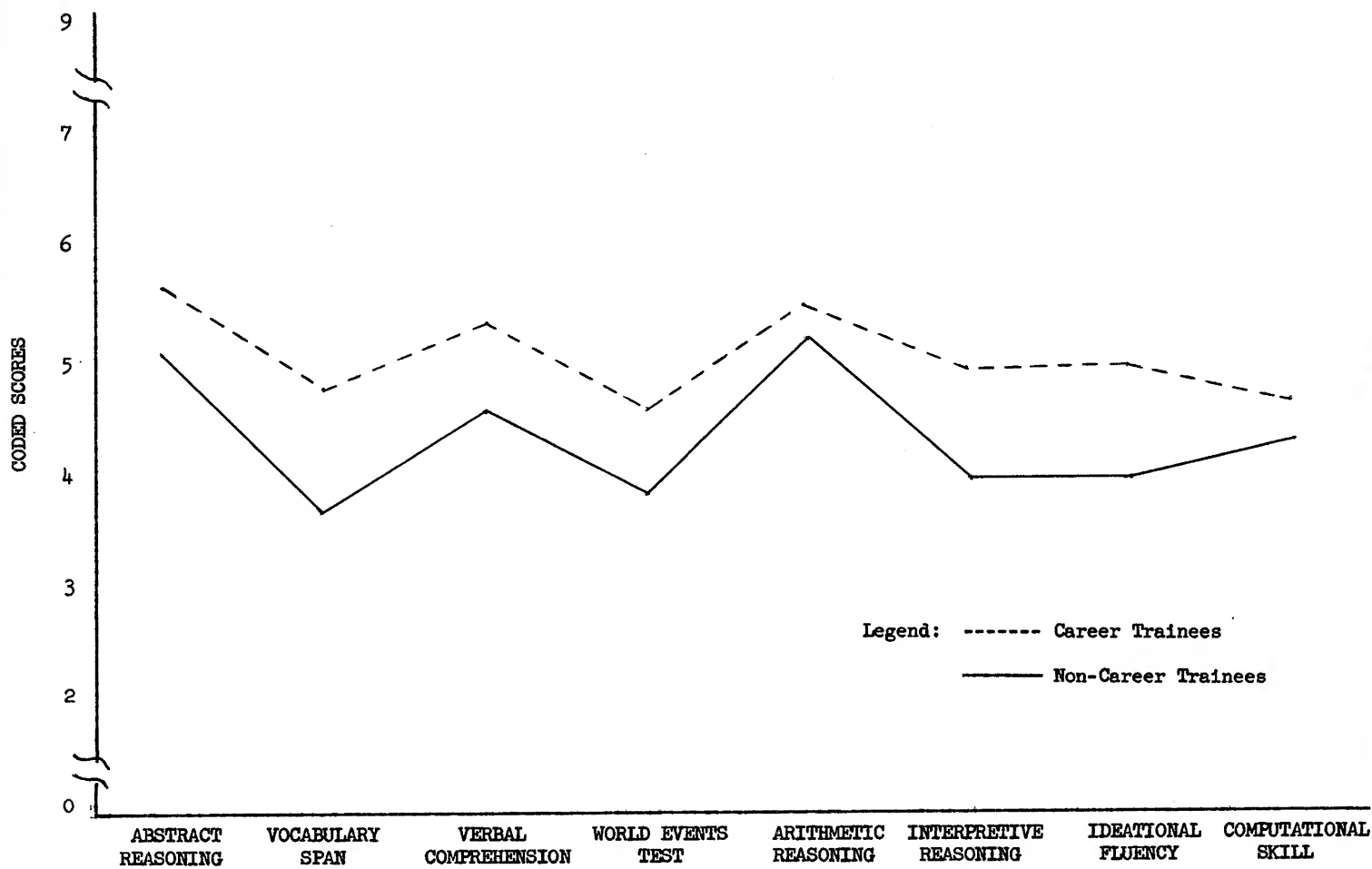


Figure 2

WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

TRAINING
AND STUDY

PHYSICAL
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JUDGING AND
MANIPULATING PEOPLE

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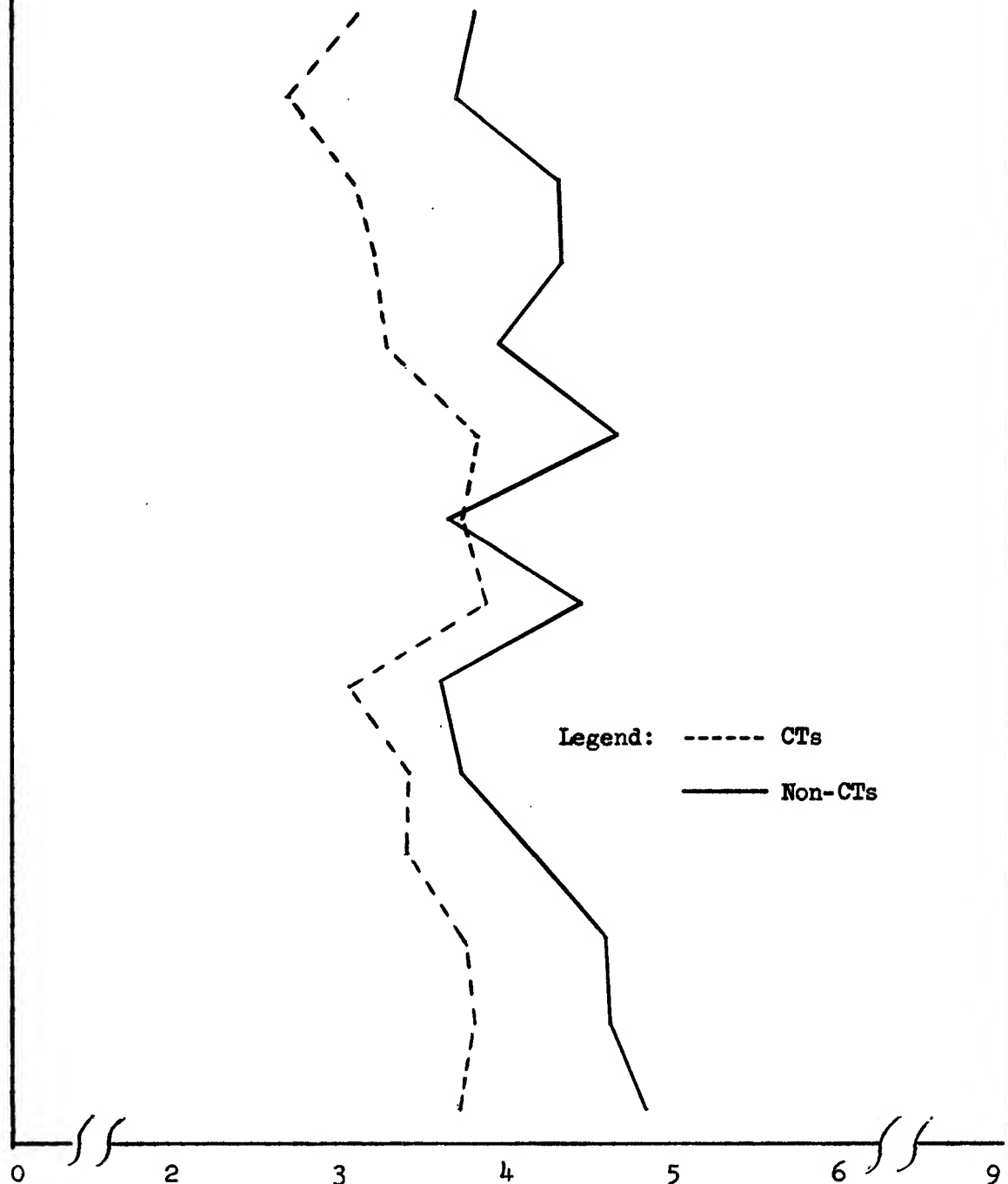
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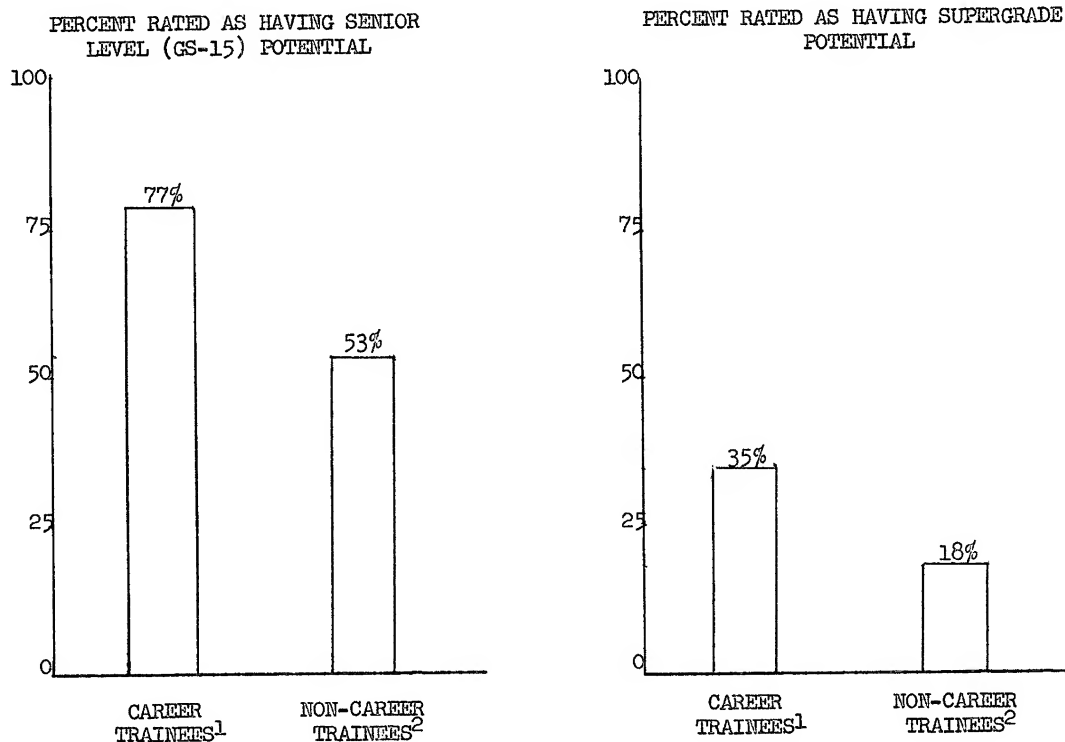


CODED SCORES INCREASING
 RELUCTANCE →

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Figure 3

COMPARISON OF CAREER TRAINEES AND NON-CAREER TRAINEES ON
SUPERVISORY RATINGS OF ADVANCEMENT POTENTIAL



¹Based on 377 male CTs who EODed FY1963-67

²Based on 351 male non-CTs who EODed FY1963-67

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Table 1

ADVANCEMENT POTENTIAL AS A FUNCTION OF PERFORMANCERATED SENIOR LEVEL (GS-15) POTENTIAL

PERFORMANCE CATEGORY	CT	NON-CT	Difference (CT - NON-CT)
OUTSTANDING; BETWEEN STRONG AND OUTSTANDING	98%	90%	8%
STRONG	93%	67%	26%
BETWEEN STRONG AND PROFICIENT	74%	30%	44%
PROFICIENT; ADEQUATE; WEAK	36%	9%	27%
OVERALL	<u>77%</u>	<u>50%</u>	<u>27%</u>

RATED SUPERGRADE POTENTIAL

PERFORMANCE CATEGORY	CT	NON-CT	Difference (CT - NON-CT)
OUTSTANDING; BETWEEN STRONG AND OUTSTANDING	71%	56%	15%
STRONG	51%	19%	32%
BETWEEN STRONG AND PROFICIENT	15%	3%	12%
PROFICIENT; ADEQUATE; WEAK	7%	1%	6%
OVERALL	<u>35%</u>	<u>18%</u>	<u>17%</u>

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SECTION C

RELATIONSHIPS BETWEEN FITNESS REPORT RATINGS AND EXPERIMENTAL
(MANPOWER) RATINGS OF JOB PERFORMANCE

OVERVIEW

Table 1 : Comparison of Manpower and Fitness
Report Ratings of Job Performance

Figure 1: Distribution of Manpower and Fitness
Report Ratings of Job Performance



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OVERVIEW

Fitness Report Ratings of performance were compared with specially devised ratings of job performance and potential gathered by the Committee on Professional Manpower. A group of 495 Agency Professionals (roughly half CTs and half non-CTs) was studied. Moderate-sized relationships were found between the two systems of performance evaluation. (Table 1). The size of these relationships was approximately the same for both CTs and non-CTs.

Despite the fact that the Manpower Ratings were not shown to the persons who were rated, while the Fitness Report Ratings were shown, it was found that the average level of the Manpower Ratings of Overall Performance was essentially the same as the average level of the Fitness Report Ratings of Overall Performance. The Manpower Ratings, however, resulted in much greater variability (spread) of ratings than was found in Fitness Report Ratings. The Fitness Report System, as it presently is used, is essentially a 2-point ratings scale with approximately 95% of all persons receiving a rating of either "Strong" or "Proficient." The Manpower Ratings of Overall Performance provided a middle category between "Strong" and "Proficient" and another between "Strong" and "Outstanding" with the result that each of four categories contained 15% or more of the total group of people who were rated. (Figure 1).

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Table 1

COMPARISON OF MANPOWER AND FITNESS REPORT RATINGS
OF JOB PERFORMANCE¹

FITNESS REPORT RATING:	<u>MANPOWER RATING:</u>						
	WEAK	ADEQUATE	PROFICIENT	BETWEEN STRONG AND PROFICIENT	STRONG	BETWEEN OUTSTANDING AND STRONG	OUTSTANDING
OUTSTANDING				1	3	5	5
STRONG		2	28	70	151	67	7
PROFICIENT	1	14	51	59	24	2	1
ADEQUATE		3	1				
WEAK							

¹Based on 495 Agency Professionals (CTs and Non-CTs)

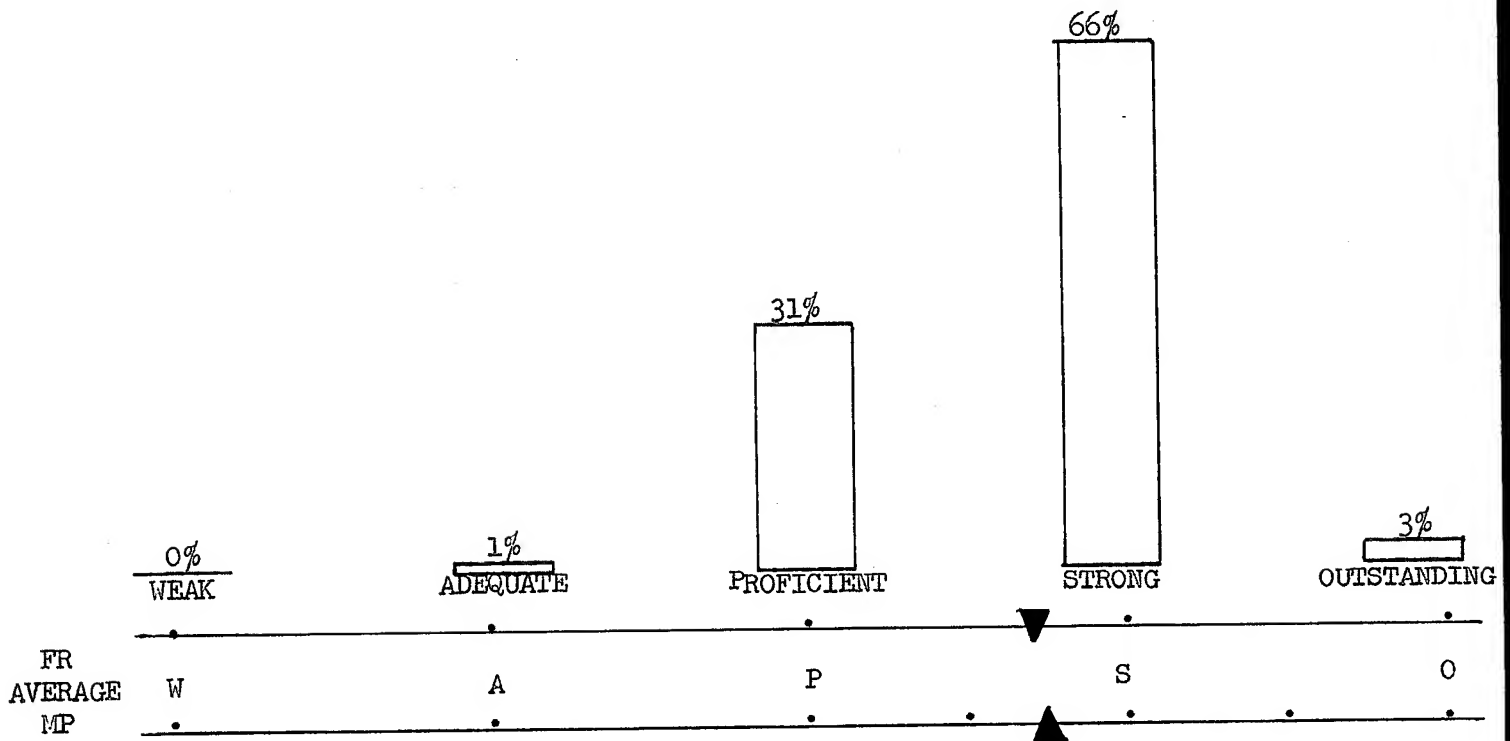
Enclosed figures indicate number of employees receiving Manpower Ratings not inconsistent with the adjective assigned to them in their previous Fitness Report.

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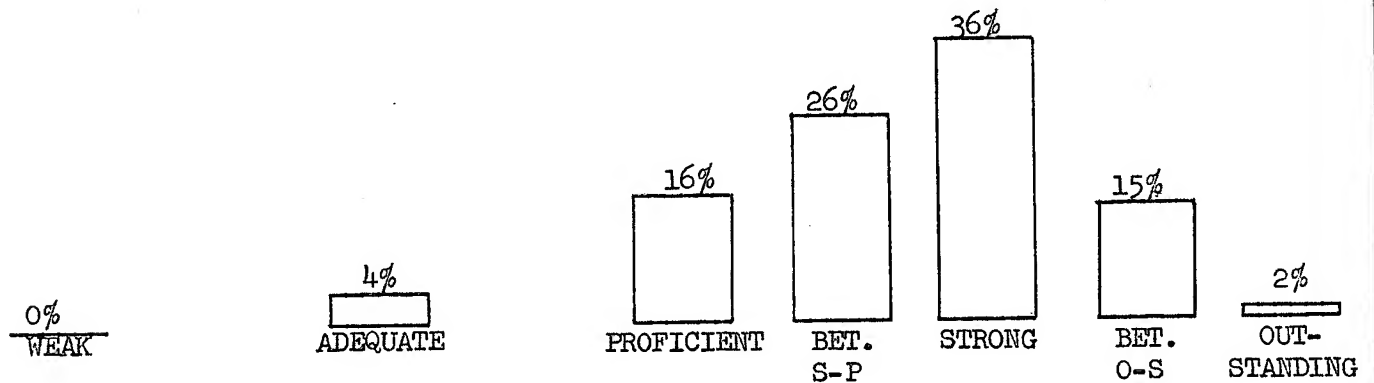
Figure 1

DISTRIBUTION OF MANPOWER AND FITNESS REPORT
RATINGS OF JOB PERFORMANCE

FITNESS REPORT RATINGS



MANPOWER RATINGS



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SECTION D

COMPARISON OF INTERNAL AND EXTERNAL CAREER TRAINEES ON
PSYCHOLOGICAL TEST SCORES AND SUPERVISORY RATINGS OF JOB
PERFORMANCE AND POTENTIAL

OVERVIEW

Figure 1: Comparison of External and Internal CTs
on Supervisory Ratings of Advancement
Potential

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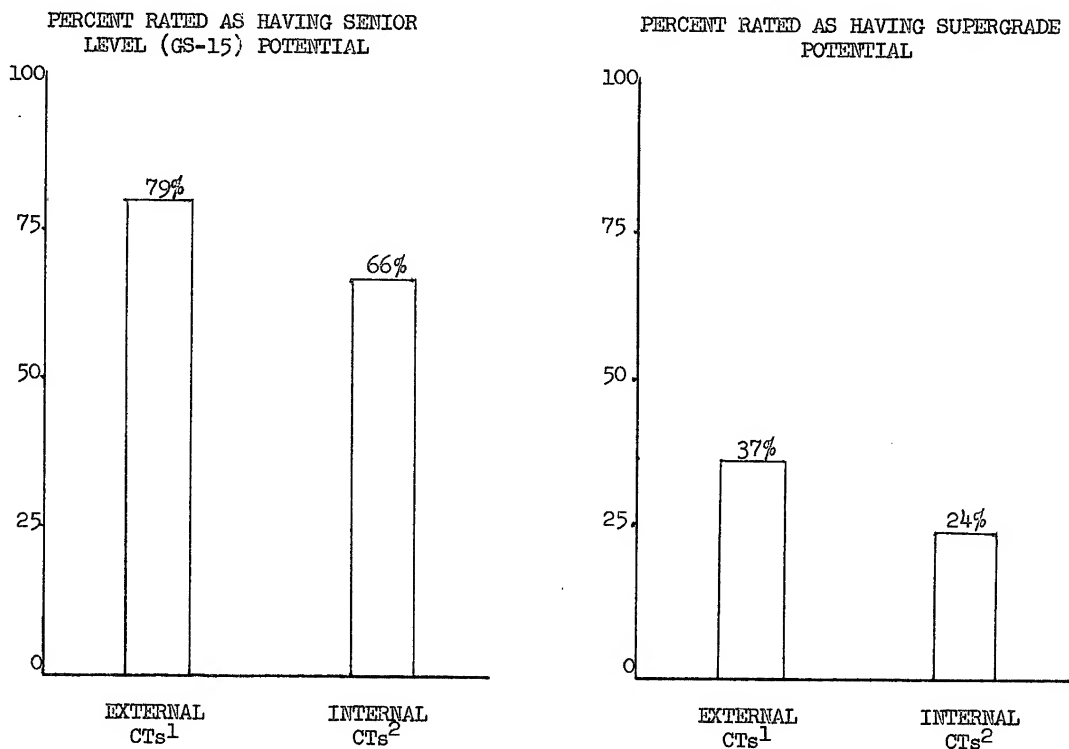
OVERVIEW

Groups of 326 External and 60 Internal male CTs who EODed during FY63-67 were compared on psychological test characteristics and specially devised supervisory ratings of job performance and potential. With very few exceptions, the average test profiles and supervisory ratings of the two groups looked very nearly identical. One exception noted was that significantly fewer Internal than External CTs (66% vs. 79%) were seen as having the potential to achieve senior-level (GS-15) status within the Agency. (Figure 1).

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Figure 1

COMPARISON OF EXTERNAL AND INTERNAL CAREER TRAINEES
ON SUPERVISORY RATINGS OF ADVANCEMENT POTENTIAL



¹Based on 318 male CTs who EODed FY1963-67

²Based on 59 male CTs who EODed FY1963-67

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SECTION E

RECENT ATTITUDE STUDIES ON CAREER TRAINEES:

- A. AUDIT OF JOB-RELATED ATTITUDES OF 70 CLANDESTINE SERVICE CAREER TRAINEES
- B. COMPARISON AMONG AGENCY CAREER TRAINEES, AGENCY NON-CAREER TRAINEES, AND NON-AGENCY GOVERNMENT PROFESSIONALS ON EXPRESSED SATISFACTION ON 15 JOB DIMENSIONS

OVERVIEWS

Figure 1: Job Satisfaction--CTs vs. Non-CTs

Figure 2: Job Satisfaction--CTs vs. Non-Agency Government Professionals

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OVERVIEWS

A

5X1 Results from a comprehensive attitude survey given to 70 Clandestine Service-bound CTs at the completion of the Operations Course indicated that this group had serious misgivings about the nature of the job assignment system and the provisions or lack thereof for feedback and evaluation. Although they expressed a high degree of confidence in the management of the CT program, their attitudes towards selected aspects of the training experience were generally mixed. Thus, for example, half of the sample agreed that the training program was often "dull and monotonous" and sizable minorities commented unfavorably on the degree of intellectual stimulation provided by the program (28 percent) and intimated that there should be more on-the-job and less formal training (43 percent). On the other hand, fewer than 10 percent disagreed with the statements "I'm really doing something worthwhile in the training program," and "I can learn a great deal in this program."

No relationship was found between the favorableness of attitude of trainees and their overall course evaluation in O.C. I. Finally, a comparison of attitudes of Internal and External CTs in the group suggested that the former view the training experience more positively and expressed greater identification with the Agency than do the latter.

B

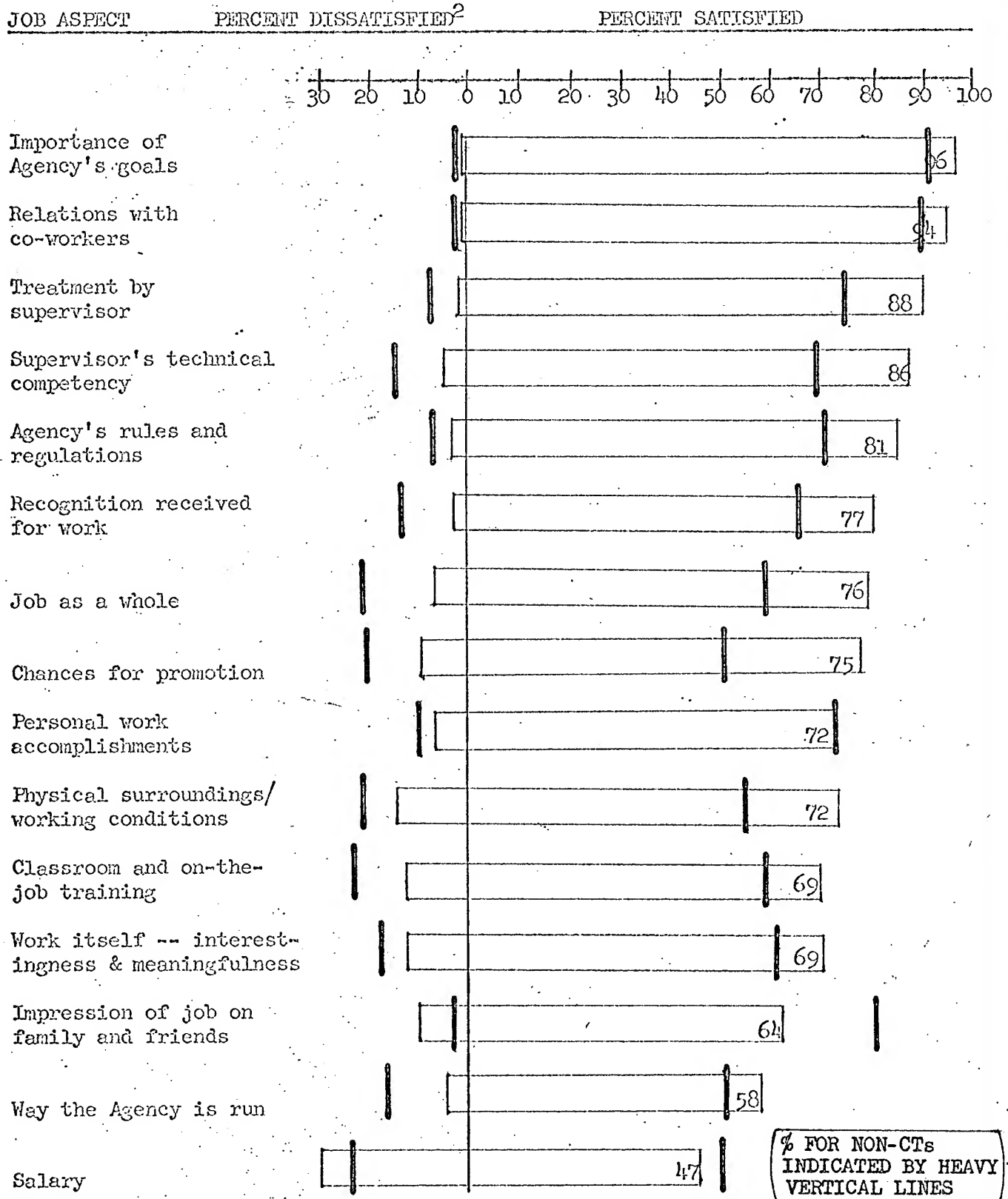
The degree of satisfaction expressed on 15 basic job dimensions by 101 CTs, 199 Agency non-CTs, and 2,882 non-Agency Government professionals is compared in accompanying Figures 1 and 2. The three samples consisted of young Government employees who (1) had EODed in FY68; (2) were under age 30 at time of EOD; and (3) whose entry level profession (GS-5 or equivalent or higher) required at least a B.A.

The CT group tended to express greater job satisfaction than both the non-CT and Government-wide samples. It was noted that 71 percent of the CTs, 35 percent of the non-CTs, and only 13 percent of the non-Agency sample indicated that their long-range career plans were to stay with their present agency.

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CT vs. NON-CT

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 PERCENT OF RECENT CAREER TRAINEE SAMPLE¹ EXPRESSING SATISFACTION AND
 DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



¹The sample consisted of all CTs who entered on duty in FY 1968. Survey data was collected in November 1968.

²Does not include percent responding "about as satisfied as dissatisfied."

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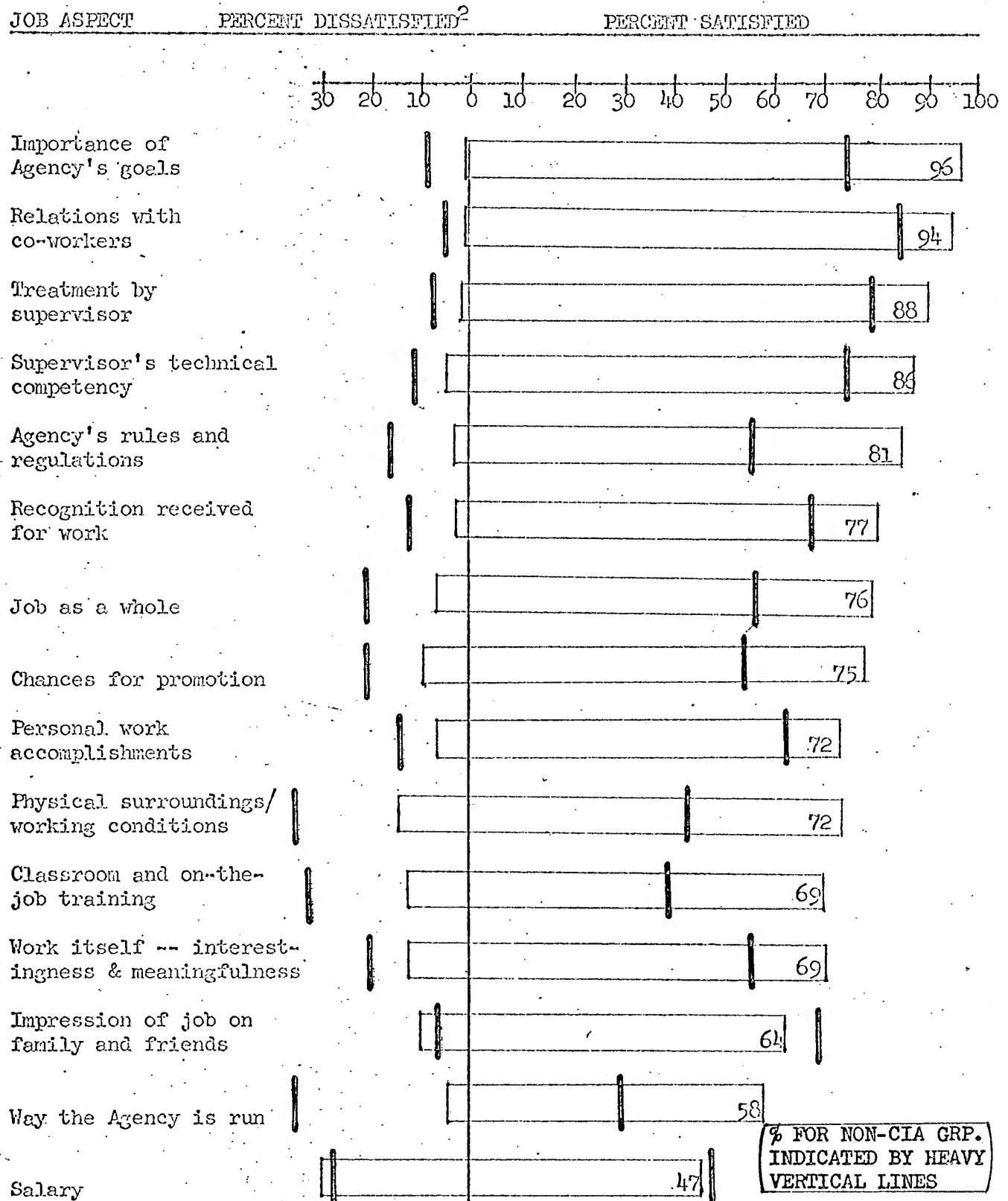
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Figure 2

CT vs. NON-CIA GROUP

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PERCENT OF RECENT CAREER TRAINING SAMPLE EXPRESSING SATISFACTION AND DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



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SECTION F

LONGITUDINAL STUDY OF 84 EARLY CLANDESTINE SERVICE CAREER
TRAINEES--EXPLORATORY RESEARCH ON EARLY IDENTIFICATION OF
TALENTED CTs AND ON CORRESPONDENCE BETWEEN PERFORMANCE
AND REWARD SYSTEMS

OVERVIEW

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OVERVIEW

Promotion history and recent overall Fitness Report ratings of a group of early CTs were studied to determine (1) if early identification of the more talented was possible and (2) if a correspondence between the Agency performance and reward systems could be demonstrated. 84 male CTs presently serving in the Clandestine Service who had EODed between 1951 and 1959 (CT Classes 1-12) in Grades 7 through 9 were the group studied.

Based on the results for this limited sample, it was concluded that length of time spent in Grade 11--hypothesized to be an early index of career development--did not predict final grade level achieved or rate of subsequent promotions or most recent overall job performance ratings. Slight but suggestive relationships were found between rate of promotion, a major variable of the reward system, and recent overall performance ratings.

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